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Approved For Release 2003/02/27 : CIA-RDP84-00780R004200150011-0

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DD/S 41-3030

22 July 1971

MEMORANDUM FOR: Deputy Director of Training

SUBJECT : Public Understanding of the Role of Intelligence

REFERENCE : Memorandum from the Executive Director-Comptroller  
on subject dated 16 July 1971

1. This is in response to your request for comments on reference.

2. The assignment of [ ] to the Army War College should be useful in furthering public as well as military understanding of intelligence. [ ] will have an opportunity to have contact with a variety of academicians and businessmen. Annually a group of reserve general officers attend a special course at the War College. All of these officers occupy prominent civilian positions and [ ] duties will bring him into close touch with them. Around 130 prominent Americans will attend the National Strategy Seminar. Many of these individuals will have questions about the intelligence business and [ ] will have an opportunity to field these.

3. I note that OTR is doing much useful work in this area such as its briefings of the Brookings Institute Groups and other non-Agency organizations.

4. In the CT Program we shall endeavor to give each applicant a basic understanding of the role of intelligence whether or not the applicant is accepted into the Program. Perhaps the efforts of all personnel officers dealing with the public should be reviewed to determine if their opportunities to explain our intelligence role are being properly used. For example, our recruiters might be used more effectively. We note that current applicants tell us that when they are approached they rarely receive reading material or a suggested reading list. If printed material were made available, applicants could be encouraged to pass it on to other interested friends.

5. I think strategic intelligence problems could profitably be taught in college courses that relate to the economics of national security or the national decision-making process. Perhaps we could offer training to appropriate professors and provide them with materials sufficient for an hour or two or more of instruction on the role of intelligence in policymaking. I would assume adequate channels

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GROUP 1  
Excluded from automatic  
downgrading and  
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exist to make the academic community aware of this service should we decide to make it available. Some rough examples of subject matter might be:

Pearl Harbor and the handling of intelligence, a classic example of strategic warning problem

The creation of the Agency, its responsibilities and organization

NIE and SNIE production and the organization of USIB

Something perhaps on agent operations using the Penkovsky case or even the Sorge case to illustrate the strategic implications of a good agent operation

Critical intelligence problems confronting the decision-maker.

6. Related to making training materials available, would it be possible to prepare a non-classified version of Studies in Intelligence to give it wide distribution?



Chief, Career Training Program

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